

# Decision of the FIBAA Accreditation Committee for Programmes



**114<sup>th</sup> Meeting on 20 March 2020**

<b>Project Number:</b>	19/068
<b>Higher Education Institution:</b>	Université Internationale de Tunis (UIT) in cooperation with German Business School (GBS)
<b>Location</b>	Tunis
<b>Study Programme:</b>	Master of Business Administration in <ul style="list-style-type: none"><li>- Sales Management</li><li>- Sustainable International Management</li><li>- Sustainable Management in Energy Business</li></ul>
<b>Type of Accreditation</b>	re-accreditation

The FIBAA Accreditation Committee for Programmes has taken the following decisions:

According to § 12 (2) in conjunction with § 16 (1) in conjunction with § 16 (2) of the “Special Conditions for awarding the FIBAA Quality Seal for Programme Accreditation “FIBAA Programme Accreditation”, the study programme is re-accredited with one condition.

Period of Accreditation: from summer semester 2019 until the end of winter semester 2025/26

Condition:

GBS and UIT present the MBA programme with its three specialisations (Sales Management, Sustainable International Management and Sustainable Management in Energy Business (MBA)) correctly on their websites.

Proof of meeting this condition is to be supplied by December 19<sup>th</sup>, 2020.

The FIBAA Quality Seal is awarded.

## Assessment Report

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**Higher Education Institution (HEI):**  
Université Internationale de Tunis (UIT) in  
cooperation with German Business School (GBS)

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**Master study programme:**  
Master of Business Administration in

- Sales Management
- Sustainable International Management
- Sustainable Management in Energy Business

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**Degree awarding institution**  
UIT

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**Qualification awarded on completion:**  
Master of Business Administration (MBA)

# General Information on the study programme

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**Brief description of the study programme:**

The MBA (Master of Business Administration) enables students to pursue a part time business management programme while remaining active in their jobs. It offers three specialisations:

- Sales Management focuses on the theories, strategies, tools and technologies used in promoting sales.
  - Sustainable International Management focuses on developing the managerial capacities and aptitudes of business leaders while taking into consideration the international aspects.
  - Sustainable Management in Energy Business allows the acquisition of efficient and sustainable energy usage competencies.
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**Type of study programme:**

master programme

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**Projected study time and number of ECTS points assigned to the study programme:**

Two years, 90 ECTS

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**Mode of study:**

part-time

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**Didactic approach:**

Study programme with obligatory class attendance

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**Double/Joint Degree programme:**

no

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**Scope (planned number of parallel classes) and enrolment capacity:**

Minimum one class specialty with 8 students

Maximum two classes with 16 students per class

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**Programme cycle starts in:**

both winter and summer semester

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**Initial start of the programme:**

Summer 2014

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**Type of accreditation:**

re-accreditation

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**last accreditation period:**

summer semester 2014 until the end of winter semester 2018/19  
(one year extension granted until winter semester 2019/20)

# Procedure

A contract for the re-accreditation of the Master of Business Administration in Sales management, Sustainable International Management and Sustainable management in Energy Business (MBA) was made between FIBAA and UIT on November 20<sup>th</sup>, 2019. On December 19<sup>th</sup>, 2019, the HEI submitted a self-evaluation report, which included a detailed description of the programme and further documents in order to prove that the criteria for programme accreditation were met.

At the same time, FIBAA appointed a review panel. The HEI agreed with the chosen experts. The panel consisted of:

**Prof. Dr. Andreas Grüner**

University of St. Gallen, Switzerland

Professor of Finance and Accounting (Corporate Finance, Controlling, Finance and Accounting, Private Equity, Performance Measurement, Portfolio Management, Entrepreneurship, General Management, Experience with MBA-Programmes)

**Prof. Dr. Andrea Rumler**

Berlin School of Economics and Law, Berlin, Germany, University of Applied Sciences

Professor of Marketing (Marketing, Consumer Goods Marketing, Mobile Marketing, Marketing Controlling, Digital Business, General Business Administration)

**Prof. Dr. Ali Muhtaroglu**

Middle East Technical University, Northern Cyprus Campus

Professor of Electrical-Electronics Engineering, Director of Center for Sustainability, (Integrated Circuit Design, Renewable Energy Systems, Low Power Electronic Systems)

**Prof. Dr. Eva-Maria Lewkowicz**

Westfaelische Hochschule, Recklinghausen, Germany, University of Applied Sciences

Professor of General Business Administration (Marketing, Strategy and Organization, Entrepreneurship, Psychodynamic Organizational Development and Coaching)

**Dr. Manfred Schmidt**

Sikos GmbH, St. Ingbert, Germany

Managing Partner (Implementing and Auditing Management Systems, Process and Project Management, Human Resources Development, Training and Professional Development (Seminar Development))

**Othmani, Wadie,**

PhD University of Sousse, Tunisia

Associated researcher at the research laboratory "Horticulture, Paysage, Environnement" & Associated researcher at the research laboratory "CNRS 6590 ESO – site Angers" (University of Angers, France).

**Amadeus Aßbrock**

Westfaelische Wilhelms-Universitaet Muenster, Germany

Student of Business Administration (M.Sc.) (Completed: Banking, Finance (B.Sc.))

FIBAA project manager:

Nora Winckel

The assessment is based on the self-evaluation report, amended by further documents, requested by the panel, and a site visit. The site visit took place on February 3<sup>rd</sup> and 4<sup>th</sup>, 2020, at the HEI's premises in Tunis. The same cluster included an appraisal of Bachelor of Business Administration with the specialisations Marketing, Finance and Management (BBA) and Master's Degree with the specialisations Business Management, Human Resource Management and Financial Engineering (M.Sc.).

At the end of the on-site visit the panel gave a short feedback on its first impressions to representatives of the HEI.

The assessment report based on this was delivered to the HEI for comment on March 3<sup>rd</sup>, 2020. The statement on the report was given up on March 6<sup>th</sup>, 2020; it has been taken into account in the report on hand.

# Summary

The Master of Business Administration in Sales Management, Sustainable International Management and Sustainable Management in Energy Business (MBA) offered by UIT in cooperation with GBS fulfils with one exception the FIBAA quality requirements for master programmes and can be re-accredited by the Foundation for International Business Administration Accreditation (FIBAA) for seven years starting from summer semester 2019 and finishing in winter semester 2025/26, under one condition. The programme is in accordance with the national and the European Qualification Frameworks and the European Standards and Guidelines in their applicable version valid at the time of opening of the procedure, and with the Bologna declaration. This includes fulfilling the requirements set by the EQUAL MBA Guidelines.

The panel members identified need for improvement regarding the programme description<sup>1</sup>. They recommend the accreditation on condition of meeting the following requirement:

Condition:

GBS and UIT present the MBA programme with its three specialisations (Sales Management, Sustainable International Management and Sustainable Management in Energy Business (MBA)) correctly on their websites.

Proof of meeting this condition is to be supplied by December 19<sup>th</sup>, 2020.

Furthermore, the quality requirements that have not been fulfilled – [3.3.3 guest lecturers, 5.2.3 external evaluations] – are not asterisk criteria and therefore do not lead to a condition. The measures the HEI takes to solve the identified problems are to be considered during the re-accreditation.

The panel members also identified several areas where the programme could be further developed:

- Logic and conceptual coherence (see Chapter 3.1.1),
- Integration of theory and practice (see Chapter 3.1.3),
- Methods and scientific practice (see Chapter 3.1.6),
- Modular structure of the programme (see Chapter 3.2.1) and
- Evaluation of alumni (see Chapter 5.2.3).

The measures that the HEI takes in order to implement the recommendations of the panel members are to be considered during the re-accreditation.

There is a criterion in which the programme exceeds the quality requirements:

- Transparency and documentation of admission procedure and decision (see Chapter 2.6)

For the overall assessment of the programme, please refer to the quality profile at the end of this report.

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<sup>1</sup> These aspects are asterisk criteria which means that they are essential for the study programme.

# Information

## Information on the Institution

The private institution International University of Tunis (UIT) was founded in 2002 and approved by the Ministry of Higher Education and Scientific Research (02-2002) as a University of Applied Sciences to meet a need for education, training and requalification.

From the beginning, UIT has initiated cooperation with Vatel Business School, University of Perpignan and Boston University, and worked with a melting pot of students with 42 nationalities from four continents.

UIT is organised in different schools/faculties, which offer bachelor and master programmes:

- “Ecole polytechnique”: Bachelor and Master of Science (under German Accreditation), National Engineering’s Degree;
- “Ecole de Commerce”: Bachelor, Master, Professional MBA and Executive DBA;
- “Faculté de Droit”: Bachelor and Master of Laws, LL. M. (Legum Magister).

In 2012, UIT CAST was established as a company that hosts UIT continuous training subsidiaries. From 2012 to 2017, the University increased from 160 to 380 students.

The derivate schools, registered as gGmbHs, are:

- “ESJ Tunis”: Journalism Master’s Degree (titre RNCP, France) from ESJ Paris
- “German Business School”: BBA and MBA taught in English organised with German Partners, Executive Certificates and Language courses.

Besides, l’Université Européenne de Tunis was founded in 2015 with around 200 students in the fields of Political Science and Hotel Management.

The German Business School (GBS) was founded in April 2015 with the mission to develop, promote and strengthen the students’ knowledge and skills necessary to operate in the international business environment. It aims to pursue excellence in research, career development and networking and to develop leaders in different sectors of national and international business and public service. In addition, it serves to facilitate the cooperation between Germany and Tunisia, which shall contribute to the economic development and growth of both countries.

UIT cooperates with GBS to conduct the English-taught study programmes. The MBA programme initially started in January 2016 under the cooperation between Hochschule der Wirtschaft für Management in Mannheim (HdWM Mannheim) and UIT, conducted by GBS.

## **Further development of the programme, implementation of recommendations from previous accreditation, statistical data and evaluation results**

The MBA programme under the cooperation with Hochschule der Wirtschaft für Management in Mannheim (HdWM Mannheim) was initially accredited by FIBAA from summer semester 2014 until the end of winter semester 2018/19 under three conditions.

All conditions have been fulfilled in July 2014.

Since its first launch, the MBA has succeeded to enroll more than 25 candidates. It equally received more enrollment requests, 112 in 2019 only. In 2019, the first promotion of four students graduated from HdWM Mannheim. Four others are expected to defend their Master thesis by March 2019 while others are currently working on their Master thesis. 95% of the selected candidates for last year's cohort are expected to finish in time. Meanwhile, no clash with employment complaints were received during their progress.

From the next cohort, UIT with GBS will run the programme without the cooperation of HdWM. The cooperation beyond the study programme is still fruitful. The students enrolled so far will finish their studies under the cooperation.

The following improvements were made:

- Re-structuring the programme according to thematic structure by gathering relevant courses in sessions: this prevented redundancy in topics and helped focusing on the complementarities between them.
- The chronological implementation of modules: for example, experience showed that methodological skills were essential for the success in the assignments as students were always requested to do presentations and to submit written individual or group reports. Research skills were necessary for a successful reports delivery. Therefore, the research methods course was taught during the first introductory week (start-up session) that is organised abroad.
- Few module updates: few modules were updated or changed in order to provide students with up to date skills and knowledge that match the market needs.
- Integration of certification preparation courses and workshops. It is the case, for the project management and the ERP sessions.

## **Appraisal**

The panel found a classical MBA programme, which is running smoothly. Although the cooperation with HdWM ends, there is still a well-structured and warmly collegial contact with the German HEI.

The fulfilling of the given conditions, the process how UIT launched the programme, already improved the curriculum of the MBA and moreover, strives for further development in their programmes and the institution in a whole show the high commitment of everyone involved.

During the interviews, the panel observed well the academic process for the MBA programme and is convinced that UIT took all necessary measures.

As the HEI strives for a long-term competitive MBA programme in a globalised education and job market, the following conditions and recommendations should be taken into account as a possibility to strengthen both the MBA programme and the HEI for this challenge.



# Programme Description and Appraisal in Detail

## 1. Objectives

### 1.1 Objectives of the study programme (Asterisk-Criterion)

The MBA (Master of Business Administration) enables students to pursue a part time business management programme while remaining active in their jobs. It offers three specialisations:

- Sales Management focuses on the theories, strategies, tools and technologies used in promoting sales.
- Sustainable International Management focuses on developing the managerial capacities and aptitudes of business leaders while taking into consideration the international aspects.
- Sustainable Management in Energy Business allows the acquisition of efficient and sustainable energy usage competencies.

The programme aims to train executives, who are holistic in the field of sustainable and sales management, key account management as well as product and marketing management processes, who can organise and lead units and thus assume responsibility for people, property values and business processes in the spirit of sustainable corporate development. Through their ability to apply the learned knowledge, the imparting of soft skills, and the guidance on ethical reflection, the students are strengthened in their ability to participate in society and their personality development.

The HEI pointed out that Sustainability is one of the central political and social demands on the business policy of companies, and is therefore implemented in the study programme. Ecological disasters and social exploitation regularly lead to a call for responsible and sustainable business management. From an economic point of view, sustainability is also required. This is related to the fact that it generally leads to greater cost-efficiency through resource conservation, a better position in the competition for personnel and capital as well as an improved corporate image. Sustainable management means the simultaneous consideration of economic, ecological and social sustainability in decision-making and the implementation of these decisions in the company.

### Appraisal:

The objectives of the programme including its specialisations are consistent in relation to the targeted vocational field of sustainable business management. They are based on subject-specific and generic learning outcomes. In the view of the panel the Dublin Descriptors are adequately covered by the intended learning outcomes. Also, the requirements of academic abilities are fulfilled. Hence, the panel considers the learning outcomes of the MBA programme to be at the appropriate level for Master degrees.

The objectives of the programme also reflect the international character of the existing modules and are in line with the final qualifications.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.1*	Objectives of the study programme (Asterisk Criterion)			X		

## 1.2 International orientation of the study programme design (Asterisk Criterion)

The programme offered in Tunisia respects the international standards of education and therefore, courses are adjusted to an international frame while taking into consideration the Tunisian context specifications. Courses are delivered by a variety of international experienced lecturers with various backgrounds and a rich international practical expertise.

UIT and GBS believe in the positive impact of business leaders' cultural awareness in succeeding their endeavours in an international frame. Therefore, candidates are introduced to new cultures via abroad organised sessions. Each year, the MBA programme kicks off with a start-up session that is organised in a different foreign country. The start-up session gives the candidates the opportunity to explore new cultures, exchange with local experts and visit iconic companies and foundations and learn from their experiences.

Furthermore, the programme is taught in English, in recognition of the importance of the English language mastery in opening new international career opportunities.

### Appraisal:

The programme objectives and strategy are geared to ensuring internationality in teaching and research as well as graduate employability. Achieving this aim is specially nurtured through English as the teaching language. In opinion of the panel the programme equips graduates with the skills they need to perform the tasks required in an international environment by means of targeted knowledge and skills development. The orientation reflects in the internationally oriented content. The programme design appropriately takes into account the required international aspects, with respect, too, to its graduates' employability.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.2* International orientation of the study programme design (Asterisk Criterion)			X		

## 1.3 Positioning of the study programme

The HEI underlines that the MBA programme owes its unique selling position to the fact that it is the only one in the Tunisian market that offers specialisations. During a coaching session where the candidate ambitions and aspirations are discussed, the coach orients the candidate towards the specialisation that will serve the best his aspirations. Moreover, the flexible structure allows professionals to pursue their education while remaining active. This programme is equally attractive for the students thanks to the two internationally recognized two internationally recognised certification preparation courses (Project Management and Enterprise-Resource-Planning (ERP)). To strengthen the international focus, the programme is entirely taught in English which is according to the HEI rare in Tunisia.

The target profiles of this programme are the following: Engineers, entrepreneurs, managers, doctors, pharmacists, sales agents and sales force with 2 –year- professional experience. These latter wish to:

- to push forward their career and access to higher hierarchical positions;
- to convert from a specific expertise field to business management;
- to update their knowledge/ acquire new knowledge in business management.

The programme helps improving candidates' employability by offering them the needed knowledge and skills to:

- convert from a profession to another;
- upgrade and update their managerial skills and competencies;
- start a new business as an entrepreneur.

The programme with its specialisations is targeting certain learning outcomes that are highly demanded by the market:

The Tunisian economy is suffering from recession and registered an unemployment rate of 15.5%. Furthermore, the public services slowed down the recruitments. Therefore, entrepreneurship encouragement has become a governmental policy. Many governmental institutions, ONGs and international funds are supporting entrepreneurial ideas in order to create new employment opportunities. The MBA programme fits perfectly with the need of mastering all managerial aspects of a business.

The energy market in Tunisia, controlled by the state, is subject to major changes. Tunisia gained awareness, in the last three decades, of the need for a rational usage of energy and its impact on the competitiveness of the economy.

The control of energy represents today an important component of the energy policy of the country. As a result, the government set an objective of improving the contribution of renewable energies to the total production of energy of about 30% by 2030.

The realisation of this rate will be an opportunity for Tunisia to change its development model and to develop the industry and service sectors, while offering about 40,000 new positions that are energy-related from 2014-2030. In the view of the HEI the programme matches perfectly with the need to recruit managers that are aware of the energy challenges of the country and capable of managing efficiently and optimally the energy sources.

The Sales Management specialisation is highly attractive to a variety of profiles, particularly engineers, pharmacists and doctors who need to acquire sales management tools, techniques and strategies necessary to convert to the sale profession. (or sales experts who would like to upgrade or update their skills). It provides the candidates with the needed skills for the following professions:

- Pharmaceutical delegate and sale agent
- Medical delegate and sales agent
- Key account manager
- Sales manager
- Sales director
- Sales consultant

Together GBS and UIT offer a variety of programmes that are capable of satisfying the various needs of both executives and high school graduates who would like to operate in an international business environment. That is part of their overall strategic concept.

## Appraisal:

The profile and the competence goals are such that the programme with its specialisations can compete both on the education and on the job market. The panel appreciates the orientation of the programme, which combines Tunisian and international requirements and that it is completely taught in English. In the view of the panel, this makes the programme unique and promotes the competitiveness of its graduates. The way in which the programme is incorporated into the HEI's overall strategy is described and reasons are given, i.e. focus on (international) business orientation and special needs of the Tunisian market. The programme follows qualification aims, which comply with the overall concept and strategic planning of the HEI.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
1.3	Positioning of the study programme					
1.3.1	Positioning of the study programme in the educational market			X		
1.3.2	Positioning of the study programme on the job market for graduates („Employability“)			X		
1.3.3	Positioning of the study programme within the HEI's overall strategic concept			X		

## 2. Admission

To be accepted into the programme, the following admission requirements must be met:

- A first professionally qualifying university degree with at least 210 ECTS credits; alternatively, a first professional qualification with 180 ECTS credits as well as scientific work, further education or practice activities that are credited with 30 additional ECTS credits,
- At least two years of qualified work experience after graduation;
- English mastery level  
Knowledge of English at level B2 of the Common European Framework of Reference for languages to be proved at first during the interview and confirmed later on with TOEFL or equivalent (Toeic: 785, Tofel: 65, IELTS: 5.5.)
- Motivation for the programme  
During a first interview with the programme manager the motivation of the candidate will be discussed. Besides the correspondence of candidate's expectations and ambitions with the programme outcomes will be assessed. In this interview lead by the programme management who knows all students personally and decides on the composition of the MBA students group, the applicants are assessed on their motivation ("ambitiousness"), their leadership and managerial skills, their responsibility and their international mentality based on their previous professional experience.

After test and admission interview the application documents, along with test and interview results, will be sent to the Admission Committee for evaluation and validation. The allocation of study places takes place according to the suitability degree of the applicants.

This is determined by evaluating three criteria:

Criteria	Assessment			
	Very good	Good	Satisfactory	Sufficient
1st. grade of the higher education diploma	3 points	2 points	1 point	0 point
Motivation	2 points	1 point	0 point	0 point
Professional career	3 points	2 points	1 point	0 point

To ensure quality, applicants must have a total of at least four points, to be admitted to the University.

According to the University, the overall administrative procedure is as follows:

Prospects reached via social media, google, website, press, media or promotional activities are asked to register directly via the University website. Their details are automatically saved to CRM system of UIT. Prospective students, who come in person or contact the University via phone, are directed to the pedagogical consultant that makes sure to enter their details to the CRM. Once their details are introduced to the CRM, they receive an automatic email that guides them through the admission process, e.g. further documents needed. All documents have to be submitted at least four weeks before the semester begins. The admission office will contact the candidate in order to fix a date for the admission test and interview.

Among the University staff, a pedagogical consultant is available for any information request concerning the offered programmes. According to his availability, phone calls and in person meetings are done to clarify any inquiries about the admission process. The pedagogical consultant orients and guides the person to the programme that is the most appropriate to his profile and schedule meetings with the heads of departments for further demands. MBA applicants are offered a coaching session of 30 minutes if needed in order to help them to decide on their career perspectives and objectives.

After the assessment of the application, an admission letter is issued and communicated via email to the applicant. Applicants will be given 15 days to verify their registration.

In case of non-acceptance, the reasons are given in detail and possibilities of renewing the application is discussed with the applicant.

All steps and details of the process are communicated via the University website and the University communication channels.

## Appraisal:

The admission requirements as presented on the website and in the student handbook are defined and comprehensible. The needs of the programme are taken into consideration.

Standardised and documented language tests with the requirement of a minimum score ensure that the students enrolled can actively participate in the classes held in English.

The HEI ensures a constant availability for prospective students and reacts quickly to incoming enquiries. The applicants receive detailed information about the admission process and the MBA programme as well as an individual counselling option according to their personal needs.

The admission procedure is described, documented and accessible for interested parties. The admission decision is based on transparent criteria and is communicated to the students. The panel appreciates the detailed information the applicants receive as well as that the applicants have the possibility to receive a consultation after the decision.

The applied selection procedure is transparent, based on adequate criteria and ensures that qualified students are admitted. The admission procedure ensures that the expected professional experience of the prospective student corresponds to the defined qualification profile and the study programme's objectives.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
2.1* Admission requirements (Asterisk Criterion)			X		
2.2 Counselling for prospective students			X		
2.3* Selection procedure (if relevant)			X		
2.4(*) Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)			X		
2.5* Ensuring foreign language proficiency (Asterisk Criterion)			X		
2.6* Transparency and documentation of admission procedure and decision (Asterisk Criterion)		X			

### 3. Contents, structure and didactical concept of the programme

#### 3.1 Contents

##### Program Overview: Chronological structure

GA – group assignment // E – exam // A – assignment // P – participation // MTP – Master thesis proposal // D – defense

SM – Sales Management // GM – Sustainable Management: International // EM – Sustainable Management: Energy

Session title	Specialization	Workload		Assessment	ECTS
		Contact hours	Private Study		
<b>1<sup>st</sup> semester October - February</b>					
<b>TOTAL hours and ECTS - SM</b>		<b>140</b>	<b>400</b>		<b>18</b>
<b>GM</b>		<b>160</b>	<b>455</b>		<b>20.5</b>
<b>EM</b>		<b>160</b>	<b>455</b>		<b>20.5</b>
Session 1: Human Resource Management	All	50	130	GA + E	6
Research: Methodology	GM+EM	20	55	P	2.5
Session 2: Strategy	All	50	130	GA + E	6
Session 3: Project Management	All	40	140	GA + E	6
<b>2<sup>nd</sup> semester March - July</b>					
<b>TOTAL hours and ECTS: SM</b>		<b>130</b>	<b>380</b>		<b>17</b>
<b>GM</b>		<b>150</b>	<b>435</b>		<b>19.5</b>
<b>EM</b>		<b>150</b>	<b>435</b>		<b>19.5</b>
Session 4: Marketing and CSR	All	20	70	GA + E	3
Session 5: Production and Operations Management	All	30	90	GA + E	4
Session 6: Finance and Accounting	All	40	110	E	5
G4 E-business and Social Media	SM+GM	20	55	A	2.5
G1 Economics	GM	20	55	E	2.5
E1 Energy Management	EM	40	110	GA + E	4
Electives	All	20	55	P	2.5
<b>3<sup>rd</sup> semester September - January</b>					
<b>TOTAL hours and ECTS: SM</b>		<b>161</b>	<b>439</b>		<b>20</b>
<b>GM</b>		<b>105</b>	<b>495</b>		<b>20</b>
<b>EM</b>		<b>105</b>	<b>495</b>		<b>20</b>
Electives	All	20	55	P	2.5
Research: Master thesis proposal	EM + GM	5	220	MTP	7.5
S2 ERP systems	SM	36	99	P + A	4.5
S1.1 Sales Organization 1	SM	45	120	GA + E	5.5
S1.2 Sales Organization 2	SM	40	110	P + E	5
S3 E-commerce	SM	20	55	GA	2.5
G2 Advanced Leadership	GM	40	110	GA + E	5
G3 Entrepreneurship	GM	20	55	GA + E	3.5
G5 International Management	GM	20	55	E	2.5
E2 Renewable Energy Technologies	EM	20	55	E	2.5
E3 Energy policy	EM	20	55	E	2.5
E4 Contemporary Issues in Energy Business	EM	40	110	P + A	5
<b>4<sup>th</sup> semester February – July</b>					
<b>TOTAL hours and ECTS: SM</b>		<b>70</b>	<b>980</b>		<b>35</b>
<b>GM</b>		<b>10</b>	<b>890</b>		<b>30</b>
<b>EM</b>		<b>10</b>	<b>890</b>		<b>30</b>
S4 Business Intelligence and Data Mining	SM	20	55	P + A	2.5
S5 CRM systems	SM	20	55	P + A	2.5
Master Thesis	SM	30	870	D	30
Master Thesis	EM + GM	10	890	D	30

## Program Overview: Thematic structure

GA – group assignment // E – exam // A – assignment // P – participation // MTP – Master thesis proposal // D - defense

Session title	Workload		Assessment	ECTS
	Contact hours	Private Study		
<b>MBA: Essentials (same for all specializations)</b>				
<b>TOTAL hours and ECTS</b>	<b>230</b>	<b>670</b>		<b>30</b>
Session 1: Human Resource Management	50	130	GA+ E	6
Session 2: Strategy	50	130	GA + E	6
Session 3: Project Management	40	140	GA + E	6
Session 4: Marketing and CSR	20	70	GA +E	3
Session 5: Production and Operations Management	30	90	GA +E	4
Session 6: Finance and Accounting	40	110	E	5
<b>MBA: Sales Management</b>				
<b>TOTAL hours and ECTS</b>	<b>240</b>	<b>1535</b>		<b>60</b>
S1.1 Sales Organization 1	50	137	GA + E	5.5
S1.2 Sales Organization 2	35	115	P + E	5
S2 ERP systems	40	95	P + A	4.5
S3 E-commerce	20	65	GA	2.5
S4 Business Intelligence and Data Mining	20	55	P + A	2.5
S5 CRM systems	20	55	P + A	2.5
G4 E-business and Social Media	20	55	A	2.5
2 Electives (G1, G2, G3, E1, E2, E3, E4)	40	110	P	5
Master Thesis	30	870	D	30
<b>MBA: Sustainable Management – International Management</b>				
<b>TOTAL hours and ECTS</b>	<b>155</b>	<b>1495</b>		<b>55</b>
G1 Economics	20	50	E	2.5
G2 Advanced Leadership	30	90	GA + E	4
G3 Entrepreneurship in a Global Context	25	80	GA + E	3.5
G4 E-business and Social Media	20	55	A	2.5
G5 International Management	20	55	P + A	2.5
2 Electives (S1, S2, S3, S4, S5, E1, E2, E3, E4)	40	110	P	5
Research	25	275	TP	10
Master Thesis	10	890	D	30
<b>MBA: Sustainable Management - Energy Management</b>				
<b>TOTAL hours and ECTS</b>	<b>190</b>	<b>1610</b>		<b>60</b>
E1 Energy Management	30	90	GA + E	4
E2 Renewable Energy Technologies	25	65	E	3
E3 Regulatory Aspects in Energy Business	25	65	E	3
E4 Contemporary Issues in Energy Business	35	115	P + A	5
2 Electives (S1, S2, S3, S4, S5, G1, G2, G3, G4)	40	110	P	5
Research	25	275	TP	10
Master Thesis	10	890	D	30

The programme starts with an introductory week (start-up session) that is organised abroad and each year in a different country. The main objective behind the introductory week is:

- To give the participants the chance to get to know each other well in a friendly context away from the everyday life stress and obligations and
- to provide them with the research skills needed for scientific reports elaboration.

In the first two semesters, all courses are common for all three specialisations and cover essential topics like

- Human Resources Management
- Strategy



- Project Management
- Marketing and corporate social responsibility
- Production and operations management
- Finance and accounting

Spending the 3<sup>rd</sup> semester with the courses in the chosen specialisation, the 4<sup>th</sup> semester is dedicated to the Master thesis preparation and defense (except for the sales specialisation where two specialisation courses are scheduled during the 4<sup>th</sup> semester).

The courses in Sales Management offer a composition of sales strategies, methods and technologies used for an efficient management of the sales force.

Sustainable International Management focuses on the sustainable management practices and provides an international perspective of it.

Sustainable Management in Energy Business provides the students with the needed skills for an efficient and smart use of energy and introduce them to the energy policies.

MBA candidates are given the opportunity to choose two specialisation courses from the other offered specialisations.

As the study programme is composed of courses referring on the Equal MBA Guidelines and also relies on the previous professional experience of the students from different professions, the HEI chose the name and the degree of an MBA, including the different specialisations.

Moreover, the programme includes two certification preparation courses:

- Project management provided by a partner international certification center
- ERP tools which includes the participation to a 10 days SAP TERP 10 certification preparation workshop.

In addition to that practice-oriented courses, the teaching includes case studies and site visits (production site visit for the production and operations session) as well as group assignments and one to one coaching sessions to combine the professional experience of teaching staff and students.

UIT and GBS transport their idea of ethical governance through the different meetings and committees and concretise ethical aspects in courses like

- Business ethics
- Corporate social responsibility
- Sales Ethics
- Energy policy.

The examinations vary; they include written exams (30, 60 and 120 minutes), group assignments and presentations. To provide the students with the research skills needed for scientific reports elaboration, they gain Research Methodology skills in the first semester. A high proportion of self-responsible work is done at home. In this context, the students are asked to do individual or group assignment either in advance or after the presentation days. The assignments are either case studies or solving practical problems projects that are related to their professional context.

The final module serves the preparation and defense of the Master thesis. Topics of the Master thesis are related to the chosen specialisation.

## Appraisal:

The curriculum takes the programme objectives into consideration to a sufficient extent. There is a balanced mixture of modules in terms of content and they are arranged in a logical sequence. The panel has seen the course descriptions and course materials and is positive that all basically needed disciplines for an MBA programme are addressed. However, the

panel would like to encourage the programme management to develop the curriculum further by implementing a basic course such as “Fundamentals of Sustainability”.

The degree and programme names correspond to the contents of the curriculum and the programme objectives. Interdisciplinary contents as well as ethical aspects are also included in the curriculum.

Due to the use of case studies and also because of the business experience of the instructors, the panel was satisfied with the practical approach of the courses to impart the theory. The panel would like to reinforce this approach in recommending the programme management to implement a possibility for a research project-based master thesis out of the students’ professional field in cooperation with a company.

The panel has seen a variety of assessments, e.g.: written tests, papers, tests. Assessment techniques comply with the subject matter to be tested. The level of performance in examinations are aligned with the learning outcomes of the courses in terms of form and content. The assessed final theses are in line with the level necessary to attain the Master qualification. The panel is satisfied with the methodological and scientific approach of the University. However, considering the further development of the programme without the cooperation partner HdWM, they recommend to deepen the scientific and methodological approach by implementing a Master’s Seminar for the students to present thesis proposals for peer and instructor review.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.1 Contents					
3.1.1* Logic and conceptual coherence (Asterisk Criterion)			X		
3.1.2* Rationale for degree and programme name (Asterisk Criterion)			X		
3.1.3* Integration of theory and practice (Asterisk Criterion)			X		
3.1.4 Interdisciplinary thinking			X		
3.1.5 Ethical aspects			X		
3.1.6* Methods and scientific practice (Asterisk Criterion)			X		
3.1.7* Examination and final thesis (Asterisk Criterion)			X		

## 3.2 Structure

Projected study time	4 semesters
Number of Credit Points (CP)	90
Workload per CP	30
Number of modules	Sales Management: 17 Sustainable International Management: 15 Sustainable management in energy business: 14
Time required for processing the final thesis and awarded CP	900 h, 30 ECTS
Number of contact hours	Sales Management: 470 Sustainable International Management: 385 Sustainable management in energy business: 345

The workload for each session is divided into three parts:

- Pre-course preparation (self-tuition): students receive tasks, books, articles and videos 15 days before the session. Pre-course preparation allows candidates to get initiated to the theoretical aspects to be discussed during the session.
- Presentation days (contact hours): depending on the workload, sessions are scheduled during the weekend (Friday afternoon, Saturday and Sunday). This prevents any overlaps with professional commitments. A student that participated to 50% of the presentation days will be eligible to take exams and to do the assignment. Presentations days allow direct contact with the lecturer and they are practice centered. For certain sessions, lecturer provides students with an assignment (individual or group assignment) that will help them deepen their understanding of the theories discussed.
- Follow up (self-tuition): during 15 days / 1 month, depending on the session workload, students will be working on assignments and preparation for the exams.

The module descriptions enclose information on contact hours of lecturers, obligatory or elective, allocated credits, pre-requisites, aim of the course, content of the module, language of teaching, learning outcomes and competencies, teaching and learning methods, lecturers, form and methods of examination, assessment criteria and others.

Upon enrolment, students receive the study and exam regulation (GBS policy and regulation) which are also published on the website of GBS. Moreover, the students receive a student handbook with all course descriptions, rules and schedules. The recognition of degrees and periods of study at other higher educational institutions is regulated and practised in accordance to the Lisbon Recognition Convention. The grading system is defined and the overall result is to be calculated by the weighted average of the grades obtained by the student through successful participation in the programme and the grades earned for the Master thesis.

GBS and UIT are committed in its pursuit of academic excellence to achieve a pro-active and inclusive approach to equality, which supports and encourages all under-represented groups, promotes an inclusive culture, and values diversity.

The two institutions are therefore committed to a policy and practice which require that, for both students and staff, admission or employment to GBS and progression will be determined only by personal merit and by performance related to the duties and conditions of

each post and the needs of the institution concerned. The University offers scholarships to support students' efforts.

## Appraisal:

The programme consists of modules and assigns American credit points as well as ECTS points per module on the basis of the necessary student workload. The programme structure with its uniform distribution of credit points over three semesters helps the students to reach the defined learning outcomes with a substantial proportion of structured contact.

The module descriptions in the student handbook provide detailed descriptions of intended learning outcomes and information defined in the ECTS Users' Guide (e.g. type and level of course unit, number of ECTS points, name of lecturer, assessment methods etc.)

In the view of the panel, the recommendation of relevant literature could be implemented not only in the course materials via Moodle but also in the course descriptions.

The existing set of regulations contains all relevant information about the programme structure, the admission procedure, the examinations, the grading process and the credit transfer. They are legally binding by signing the study contract.

There are several aspects that promote the feasibility of the MBA programme. The admission requirements ensure that only students are enrolled who have the necessary English skills. Subject-specific and general support is provided to the students. The number and frequency of examinations is high but manageable due to the fact that the time schedules and preparation information is announced early via the module descriptions.

The HEI ensures gender equality and non-discrimination. Students with disabilities are provided with affirmative actions concerning time and formal standards/requirements throughout the programme and examinations. Students in special circumstances, such as single parents, foreign students, students with a migration background and/or from so-called non-academic backgrounds, are particularly assisted.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2 Structure					
3.2.1* Modular structure of the study programme (Asterisk Criterion)			X		
3.2.2* Study and exam regulations (Asterisk Criterion)			X		
3.2.3* Feasibility of study workload (Asterisk Criterion)			X		
3.2.4 Equality of opportunity			X		

## 3.3 Didactical concept

Didactically speaking, the programme is designed in a way that complements students' professional activity.

The transfer of competences takes place in intensive attendance phases at the University during lectures on Fridays, Saturdays and Sundays.

The didactical concept of the MBA programme is a combination of theory and practice. It fuses academic and experiential learning processes. It also provides students with the

frameworks and technical knowledge essential to advance their career in the current or intended field, along with the context that puts these new skills into action.

The MBA's didactic concept is shaped in accordance with the commitment to academic freedom, active involvement of learners in academic and decision-making processes, increasing responsibility and the role of educators. The core principle which is implemented regarding the teaching approach is to fulfil subject-specific didactic requirements by choosing appropriate teaching and learning methodology.

Each instructor must independently develop the didactic materials in line with the jointly developed curriculum and module descriptions, the exams and assignments. Instructors are required to upload all course materials to the Moodle System, which provides availability for all students registered to the course.

The programme manager takes care of the module descriptions and the related learning materials for reference.

However, a high proportion of self-responsible work is done at home. In this context, the students are asked to do individual or group assignment either in advance or after the presentation days. The assignments are either case studies or projects involving solving practical problems that are related to their professional context.

Therefore, they communicate with each other and form virtual small groups either during the presentation days or while working on the assignments given as pre-course or follow-ups.

## Appraisal:

The didactical concept of the study programme is described, plausible, and oriented towards the programme objectives. It allows for the application of different teaching and learning methods, such as, for instance, case studies or practical projects.

During the on-site visit, the panel members had the opportunity to examine the accompanying course materials of all courses. They came to the conclusion that the quality of these materials varies but on balance the materials were of a good quality and do meet international standards. They are digitally accessible, user-friendly and encourage students to engage in further independent studies. Regarding the used literature the panel recommends to have a stronger focus on keeping it up-to date.

As the study programme is taught by lecturers with a lot of professional experience, guest lecturers do not appear especially for the MBA. Nevertheless, the University offers several guest lecturers events for all students.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.3 Didactical concept					
3.3.1* Logic and plausibility of the didactical concept (Asterisk Criterion)			X		
3.3.2* Course materials (Asterisk Criterion)			X		
3.3.3 Guest lecturers				X	
3.3.4 Lecturing tutors					X

## 3.4 Internationality

Starting with a kick-off session abroad, the programme reflects international contents and frame in basic and specialisation courses. Local lecturers who all have academic and / or

professional experience abroad provide international and intercultural skills and knowledge. Moreover, 50 % of the part time lecturers come from abroad. Students learn how management theories are applied in major European countries and the USA and how to use them in international- oriented companies in Tunisia. Moreover, the students get used to international managerial technologies such as SAP and ERP. Intercultural subjects are covered as well.

The programme is open for every nationality. So far, only Tunisian students are enrolled. However, each student group profits from the fact that most of the students have already gained international experience working in multinational companies. As the programme is entirely taught in English, it enhances the further employability of the students also abroad.

## Appraisal:

Based on the course materials, the panel states that international contents are an integral part of the curriculum. Students are thus prepared for the challenges in an international working environment. Through practical examples and, of course, through the international experience both of the lecturers and the students, students are enabled to work in an intercultural environment.

The international composition of the faculty (teachers from different countries, professional and/ or academic experience promotes the acquisition of international competences and skills. The measures taken are goal-oriented.

The proportion of foreign language courses and required foreign language materials corresponds with the qualification objectives of the study programme.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.4 Internationality					
3.4.1* International contents and intercultural aspects (Asterisk Criterion)			X		
3.4.2 Internationality of the student body			X		
3.4.3 Internationality of faculty			X		
3.4.4 Foreign language contents			X		

## 3.5 Multidisciplinary competences and skills (Asterisk Criterion)

The programme structure allows the development of multidisciplinary competences and skills during all sessions. Besides, the expertise topics in basics or specialisations enable students to acquire the ability to transverse their skills beyond their core area. Communication skills, problem solving skills, leadership and presentation skills are developed via the case studies and the problem-solving projects they need to work on in small groups. Students are often asked to present their work in class and discuss their outcomes.

Moreover, the advanced leadership session is dedicated to the assessment of the candidate's leadership and coaching skills. It also provides insights about the possible improvements.

Furthermore, during the start-up session, team building activities are held in groups in order to improve problem solving skills and group dynamics understanding.

## Appraisal:

Competencies as social behaviour, conflict-handling and ethical aspects are given regard in the programme. In a number of modules, students are required to present the results of their studies and practice teamwork, whereby the ability to publicly communicate is convincingly fostered. In addition to that, leadership concepts are taken into account in the programme.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.5* Multidisciplinary competences and skills (Asterisk Criterion)			X		

## 3.6 Skills for employment / Employability (Asterisk Criterion)

The programme helps improving candidates' employability by offering them the needed knowledge and skills to:

- Convert from a profession to another;
- Upgrade and update their managerial skills and competencies;
- Start a new business as an entrepreneur.

The programme's structure covers various managerial fields and provides the candidates with a variety of managerial skills that improve polyvalence (e.g. project management). The programme develops scientific research skills needed for starting a consulting career. Soft skills and English language mastery play equally an important role in boosting employability. Furthermore, via workshops, candidates are introduced to new managerial techniques.

## Appraisal:

The panel has no doubt that the graduates of the programme are employable, given the practical application orientation of the programme. Although the HEI does not use formal alumni tracking so far, the panel could talk to graduates who were all in a good job position after having finished the programme. In the view of the panel, the defined specialisations meet market's needs in Tunisia as well as abroad.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.6* Skills for employment / Employability (Asterisk Criterion)			X		

## 4. Academic environment and framework conditions

### 4.1 Faculty

The faculty of the programme consists of the programme manager, the leaders of the Academic committee and the teachers of UIT and GBS with professors, assistant professors and visiting professors:

UIT's Business School		Number	Percentage %
1	Program Manager (a doctor and an expert for each specialty)	6	22
2	University professors	5	18
	Professor Assistant and associate Professors	7	26
3	Professional experts	5	18
4	Visiting Professors	4	16

German Business School		
2	Program Managers (BBA & MBA)	16% permanents
6	Lecturers and consultants	30% Academic professors
18	Lecturers and experts	70% Experts/Consultants/ Ph.D ( assistant/ associate professors)

In addition, external teachers are hired at national and international level from companies, as well as public and private organisations. Most of them work as part-time lecturers or instructors. Their contracts with the University are concluded for training courses for a certain period. The teaching staff is composed of

- Academic lecturers: almost 60% of the MBA lecturers have at least a PhD academic grade and almost 30% have the grade a professor. The lecturers have experience in university teaching for at least 5 years. However, almost 30% of the academic lecturers have a professional experience in management or in fields that are relevant to the courses which are offered to the MBA students.
- Professional lecturers: the remaining 40 % of the lecturers are professionals with a high experience in the taught field with teaching experiences in similar programmes in Tunisia or abroad.

Most of the lecturers are from Tunisia but gained international experience by working or studying abroad.

The teaching staff undergoes a transparent recruitment process in accordance with the qualifications of the programme and the strategic goals of the University. The candidates' profiles are described by the programme manager and validated by the academic Director. After examination of the candidate's file and the interview with the programme manager, a tripartite commission is composed in order to assess the pedagogic and scientific suitability of the candidates for the position with objectives and evaluation of the qualifications, experiences and merits of the different candidates.



The school administration is responsible for ensuring that the academic, pedagogical and didactical qualifications of the teaching staff correspond to all requirements and objectives of the MBA programme. This includes to promote the proficiency for testing and examining the students and to ensure specific measures for their further qualification. For that purpose, the University installed the Scientific Council and the Pedagogic committee.

Beside the academic and pedagogical abilities, the University puts emphasis on the professional experience of the lecturers in the MBA programme: Almost every lecturer has (international) experience in the field related to the delivered course.

Since the programme manager is responsible for the internal collaboration, coordination and overall administration, she/he holds study programme meetings (three times per semester) and faculty meetings based on the study programmes' meeting report (every two weeks). The goals of these meetings are group evaluation of the programme developments; need for curricular changes results of students' evaluation of particular course units, the overall quality of the study programme and their factual workload; interaction problems between lecturers; making demands towards the administrative staff etc. Group decisions and responsibilities to implement changes are distributed. All decisions are recorded and have binding character.

## Appraisal:

The structure and number of teaching staff correspond with the programme requirements. A list of all involved lecturers shows the availability of the required capacity to implement the programme. According to the CVs the academic ability and the practical experience of the teaching staff is in line with the requirements of the MBA programme for teaching. Besides, a high number of lecturers have long-year experience in teaching. The staff's pedagogical/didactical qualifications are in line with their tasks and have been verified. As the panel learned, measures for personal development of the lecturers are available.

Regarding internal cooperation, the size of the HEI allows for a close cooperation amongst core staff. In addition, the department regularly hosts joint events, in which all of the HEI's teaching and administrative staff participate.

As affirmed by students of the HEI during the on-site visit, the counselling of students by teaching staff is satisfying. Student support and coaching is part of the services provided by the teaching staff and are offered on a regular basis. Emails are answered fairly quickly. Where necessary, the students are given support with academic and related issues.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.1 Faculty					
4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			X		
4.1.2* Academic qualification of faculty (Asterisk Criterion)			X		
4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)			X		
4.1.4 Practical business experience of faculty			X		
4.1.5* Internal cooperation (Asterisk Criterion)			X		
4.1.6* Student support by the faculty (Asterisk Criterion)			X		
4.1.7(*) Student support in distance learning (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					X

## 4.2 Programme management

The programme director is responsible for managing all aspects of the programme including academic, pedagogical and didactical quality as well as social, ethical and legal aspects, that reflect the guiding principles of leadership, learning, accountability and diversity. She/he is a member of the Academic Committee (see chapter 5 below) with voting right. The programme directors' tasks include:

- the academic supervision of the programme and the curriculum design,
- the promotion and development of research in a relevant field
- the development of partnerships with appropriate stakeholders.

The programme director is also responsible for the communications with faculty members and students regarding all issues related to the programme.

The administrative staff provides professional support to operational management and strategic direction of the alumni administration team, including:

- scheduling classes.
- providing admissions and requests for students and teachers,
- preparing letters, final exams,
- changing rooms and classes cancellation,
- organisation (for example, accommodation and meals, maintenance, etc.) for meetings of the Committees and conferences,
- providing technical support for teachers in the use of e-learning equipment.

Thus, the administrative staff serves as a bridge between students and teachers in the organisation and implementation of the learning process. Teachers and students are involved in decision-making processes that refer to their areas of work. The administrative staff has several employees for all the different tasks.

### Appraisal:

As the panel learned during the on-site visit, the programme management coordinates the activities of everyone involved in the programme and ensures that the programme runs smoothly.

The process organisation, administrative support as well as decision-making processes and responsibilities are determined transparently. The administration acts as a service provider for students and teaching staff. In terms of both quality and quantity, taking into account the involvement in other programmes, sufficient staff is available so that the processes described can be implemented appropriately. Measures for personal qualification for the administration staff are provided.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.2	Programme management					
4.2.1*	Programme Director (Asterisk Criterion)			x		
4.2.2	Process organisation and administrative support for students and faculty			x		

## 4.3 Cooperation and partnerships

As mentioned above, the study programme started in cooperation with HdWM. In 2015, UIT and its subsidiary (UIT CAST) and GBS (In-Eifer Studien GmbH) made a franchise contract until the beginning of March 2025. UIT, as franchisee is responsible for the operational/administrative part of the programme, while GBS provides content and

programmes according to the academic level. As the vice-president of UIT is also the president of GBS and there are lecturers from both Universities, there is no substantial difference between the performance of UIT and GBS.

Beside that cooperation, UIT maintains several cooperation with universities in Tunisia and abroad, which do not have direct impact on the study programme:

- Université des sciences appliquées de Mannheim – Hochschule Mannheim: students and lecturers exchange
- Université de la Sarre – Universität des Saarlandes: students and lecturers exchange
- Université Paris 1 Panthéon – Sorbonne: students and lecturers exchange
- Académie des Sciences de Management Paris: lecturers exchange
- Centre International de la Formation Européenne: students exchange
- Ecole Supérieure de Journalisme Paris: programme exchange
- Supcom Tunisia partnership for specific certification
- Eni carthage access partnership for laboratory access
- Université virtuelle de Tunis: providing assistance for online courses and blended learning supports

UIT and GBS created a network of companies in Tunisia as well as abroad which they use for the provision of internships and for the enhancement of students' career opportunities, e.g. KPMG, Tunisie télécom, M&M, Poste Tunisienne and Siemens. As the MBA programme addresses working part time students, these cooperations are not so relevant for the students. Nevertheless, the network influences the content and the further development of the programme.

## Appraisal:

GBS conducts in cooperation with UIT the MBA programme. Regarding this corporate law network, the panel formed the view that GBS has to be seen as an additional campus for the programmes taught in English. Nevertheless, the panel assessed the cooperation contract, which defines responsibilities and tasks in a sufficient way. The quality circles and measures are the same and supervised by GBS and UIT. Module descriptions and content of the study programme is developed under the responsibility of GBS and the name of UIT.

The panel appreciates the overall efforts of the University to widen and cultivate their cooperation network with companies and universities, which is already quite impressive and contribute to the development of the study programme. The panel would like to encourage the University to go further with this cooperation, for example by cooperating in thesis projects (compare Chapter 3.1.7).

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.3 Cooperation and partnerships					
4.3.1(*) Cooperation with HEIs and other academic institutions or networks (Asterisk Criterion for cooperation programmes)			X		
4.3.2(*) Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			X		

## 4.4 Facilities and equipment

UIT and GBS are located in the heart of the city of Tunis between four city's main roads and near Tunis-Carthage International Airport with two buildings compounded by:

- 2 amphitheatres with 72 seats,
- 1 amphitheatre with 150 people,
- 12 classrooms,
- 4 TP rooms equipped with computer and/or electronics,
- 2 libraries,
- 1 teacher's room,
- 2 meeting rooms,
- Offices,
- University restaurant,
- Open spaces for students,
- 2 floors dedicated to R & D in the process of being implemented; 1 floor dedicated to the SAP nextGen Hub,
- 2 server rooms.

The campus is equipped with High-speed connection, Internal network (server room), Access points (Wi-Fi hotspots) throughout the campus, Access point (RJ45) in all rooms. Video projectors and tablets in all classrooms, interactive boards (Mimio), computers for computer rooms, electronic equipment for mini-lab and an IT Service Helpdesk for User Account Management.

Through a partnership with SAP University Alliances, the student will be able to participate in SAP/ERP workshops (optional unit). An educational platform allows students to follow an applied learning on ERP and to discover different management modules preparing them for a better integration in the professional field.

All the students have access to the library located at the main entrance of the University. This library is open before the beginning of the course from 7:30 am until the end of the working hours at 7:00 pm. Moreover, UIT has a cooperation with the state library of Tunis, so the students are allowed to use its complete service. Students have also access to EBSCO and receive journals etc. via moodle.

### Appraisal:

In the view of the panel, the number and size of teaching rooms and the equipment of all learning facilities are in line with the needs described for the programme, also taking into account the use of resources for other programmes. The campus is fully equipped with modern information technology. Free access to a Wi-Fi network is available for students. The HEI sufficiently assured to provide barrier free access in case that disabled students are enrolled.

A library is available and open both during and outside of semester times for sufficient periods. The opening hours and the support service take into account the students' needs. There are sufficient library workstations available to students with sufficient technical equipment and space for group work. Access to the literature and journals as well as to digital media (e.g. electronic media, databases) is ensured.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.4 Facilities and equipment					
4.4.1* Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			X		
4.4.2* Access to literature (Asterisk Criterion)			X		

## 4.5 Additional services

As above stated, UIT offers a career service to provide students with places for their internship, but it's not relevant for the MBA. The (few) alumni so far are in constant contact with the administration in an informal way. They recommend the UIT's programmes to their family members and friends. The alumni organisation almun'UIT is under construction in order to organise events by country chapters.

### Appraisal:

Career counselling and placement services are offered to the students and graduates to promote their employability. The HEI provides sufficient resources.

The panel observes that an alumni organisation has been set up with the aim of developing an alumni network. Given there are only few alumni so far and several club activities in the University, the panel appreciates the efforts, and expects the evaluation of the alumni will receive more formal focus, and alumni activities will increase in the following years.

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.5 Additional services					
4.5.1 Career counselling and placement service			X		
4.5.2 Alumni Activities			X		

## 4.6 Financing of the study programme (Asterisk Criterion)

At the beginning of the year, a complete list of registered students is sent to the MESRS, which calculates a security deposit proportional to the number of registered students in order to guarantee the continuity. UIT also benefits from the development within the same group of training courses of similar academic level, as well as with international partners.

The training is fully covered by the registration fees. It is calculated on an hourly basis and taking into account overall price trends, wage trends and local and regional socio-economic criteria. The ITU monitors the quality of price changes (see QM) according to the market. These are set by the general management discussed at the pedagogical council and validated by the scientific council during the report on the evolution of admissions and possibly by the board of directors if the strategic impact is at stake.

Prices are in Tunisian Dinars for Tunisian students and in Euro for foreign students.

Students benefit from 5% discount for the annual payment, an additional 5% for registrations before August 31<sup>st</sup>, 7.5% before June 30<sup>th</sup> and 10% before April 30<sup>th</sup>.

About 15% of students benefit from partial or total scholarships offered by the University and decided at the first pedagogical meeting of the year.

To encourage students to excel and improve the skills, UIT offers scholarships for excellence ranging from 20% to 30% of the tuition fee. Successful students also benefit from scholarships and discounts.

### Appraisal:

The programme finances itself through tuition fees which cover the running costs. A reserve fund exists and is controlled by the Tunisian Ministry. Within the limits of a review process and with regard to financial stability of the HEI in recent years and the existing reserve fund, the panel concludes that financial stability is ensured for the current programme cycle and the entire accreditation period.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
4.6*	Financing of the study programme (Asterisk Criterion)			X		

## 5. Quality assurance and documentation

A quality assurance and enhancement procedure is used to systematically and continuously control the MBA programme content, processes, and outcomes.

The Executive Board meets once a year and approves the University's annual budget. The scientific council meets twice a year, at the end of each semester, to discuss new curricula and study programmes (based on reports and preliminary studies), partnerships with universities, institutions and strategic partner companies and more. Study programme meetings (three times per semester) and Faculty meetings based on the study programmes' meeting report (every two weeks) are held by the programme manager to assure the coordination on the progress of the subjects and the acquired skills during the semester. The educational meeting (two times per semester) organised by the academic director serves in its agenda to the faculty's needs and University's reports or requests.

In order to maintain a good academic and organisational level, the UIT has developed its own quality process, based on references of ISO 9001. The process aims to measure, monitor and improve the quality of teaching with an adequate organisation, with four major axes:

- The Commercial Audit aims to increase the reputation of the brand image, improve the overall level of students, go towards pedagogical and scientific excellence through Marketing, admission process and benchmarking and finance.
- The Administrative Audit provides critical information to all participants of the University, assures transparency in all processes and develops the internal and external information systems. It is responsible for Student life cycle Management, Resources Management and Services Audit.
- The Academic & Pedagogical Audit aims to improve the quality of teaching and pedagogic approaches and to ensure continuous improvement of the programmes, the research topics and student employability. It is responsible for the programmes administration, the Platform and curriculum-monitoring as well as for research and employability within the study programme.
- The Student and Professional Audit is responsible for the student life, supporting clubs managed between lecturers, administration and students which are organised in order to create a real sense of belonging and solidarity within the UIT Groups.

Four responsible persons have to ensure control by indicators (KPIs), communicate the results to the concerned services and councils, address problems, optimise resources, and implement corrective actions. The audits serve also towards the quality and transparency of the meeting chain.

At the end of each course, students write their anonymous review of the class and give their feedback on its quality. These reviews are used continually to improve the quality of the programme. The evaluation produces information on how the content and the structure of the course were perceived by students and how they assess the quality of the teaching and the faculty. Additionally, the students answer open questions on which aspects they liked and disliked about the lecture as well as what suggestions they have to improve the course.

The used questionnaire contains several detailed questions regarding the actual workload of the courses. Results of the evaluation are discussed at the end of each winter semester in the Student's Council, where the academic director or general management, a programme manager or head of faculty, two academic professors and one expert or professional lecturer participate in order to identify difficulties in the subject or person, and to identify managerial actions regarding opportunities, resources and more.

The report is taken up by the academic Director and Programme Managers to prepare the corrective actions which, along with the reports at the end of the Class Councils (by class, by level and by department), will form the agenda of the consecutive faculty and educational meetings.

In addition,, quality assurance by the teaching staff is carried out on a regular basis. The programme manager evaluates each instructor's classes and gives instructors ideas on how they can improve. Instructors' professional activities on their jobs as well as publishing and attending professional events are considered an important way of quality assurance.

Alumni are invited by the HEI to several events like seminars or conferences and the HEI uses these occasions to get feedback on the programme.

Details of the study programme are provided in the following documents, which are made available to students and staff at the start of the academic year:

- MBA Student Handbook
- Website (at present: Master of Business Administration, two icons with "program" named **Master of Business Administration in Sustainable Management with Focus on General Management** and **Sustainable Management with Focus on Energy Market**).

## Appraisal:

The HEI has formulated quality targets for the development of programmes and regularly assesses their implementation. A quality assurance and development procedure of the programme exists as well and is performed regularly. Several processes of quality assurance are carried out by different members of the University's staff, the collaboration of all participants is observed as effective.

Evaluation by the students is carried out on a regular basis and in accordance with a described procedure. The questionnaire which is used for evaluation of the courses covers the key aspects of the programme. Several questions aim to check if the actual workload of the students corresponds to the estimated workload.

The teaching staff is involved in the further development of the programme through regular meetings and has the possibility to point out options for quality enhancement. Third parties like alumni are involved in the quality assurance system in an informal way. The panel recommends to formalise and document the evaluation process for alumni to enhance business contacts especially for the development of the MBA and to further develop a network among the MBA students and graduates. This could improve the strategic position of this programme in the educational market.

In the view of the panel, the information handed to the students is comprehensive and by the use of the online-platform, constantly updated by the HEI. Thus, information provided for the students corresponds with the students' needs and gives details on various aspects of the programme, including programme content and programme structure. In addition, subject specific and generic advice is provided to students.

Nevertheless, the panel states, that the current website does not provide the right information regarding the study programme, based on the findings during the on-site visit. There is a contradiction between the information provided in the student handbook and on the website. The website offers three, at minimum two MBA programmes, not one MBA programme with three specialisations (Master of Business Administration with three specialisations Sales Management, Sustainable International Management and Sustainable Management in Energy Business (MBA)).



In any case, it is not transparent whether the University offers one MBA programme with specialisations or different specified MBA programmes. Moreover, the names of the specialisations online and in the handbook do not match. The HEI pointed out that they are in the process of revision due to the ending of the cooperation with HdWM. The panel therefore recommends the accreditation under the following **condition**:

GBS and UIT present the MBA programme with its three specialisations (Sales Management, Sustainable International Management and Sustainable Management in Energy Business (MBA)) correctly on their websites.

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			X		
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students			X		
5.2.2	Evaluation by faculty			X		
5.2.3	External evaluation by alumni, employers and third parties				X	
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)				condition	
5.3.2	Information on activities during the academic year			X		

# Quality profile

**HEI:** Université Internationale de Tunis (UIT) in cooperation with German Business School (GBS)

**Master programme:** Master of Business Administration in Sales management, Sustainable International Management and Sustainable Management in Energy Business

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
<b>1 Objectives</b>					
1.1* Objectives of the study programme (Asterisk Criterion)			x		
1.2* International orientation of the study programme design (Asterisk Criterion)			x		
1.3 Positioning of the study programme					
1.3.1 Positioning of the study programme in the educational market			x		
1.3.2 Positioning of the study programme on the job market for graduates („Employability“)			x		
1.3.3 Positioning of the study programme within the HEI's overall strategic concept			x		
<b>2 Admission</b>					
2.1* Admission requirements (Asterisk Criterion)			x		
2.2 Counselling for prospective students			x		
2.3* Selection procedure (if relevant)			x		
2.4(*) Professional experience (if relevant; Asterisk Criterion for master programmes that require professional experience)			x		
2.5* Ensuring foreign language proficiency (Asterisk Criterion)			x		
2.6* Transparency and documentation of admission procedure and decision (Asterisk Criterion)		x			
<b>3. Contents, structure and didactical concept</b>					
3.1 Contents					
3.1.1* Logic and conceptual coherence (Asterisk Criterion)			x		
3.1.2* Rationale for degree and programme name (Asterisk Criterion)			x		
3.1.3* Integration of theory and practice (Asterisk Criterion)			x		
3.1.4 Interdisciplinary thinking			x		
3.1.5 Ethical aspects			x		
3.1.6* Methods and scientific practice (Asterisk Criterion)			x		
3.1.7* Examination and final thesis (Asterisk Criterion)			x		
3.2 Structure					

	Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
3.2.1* Modular structure of the study programme (Asterisk Criterion)			x		
3.2.2* Study and exam regulations (Asterisk Criterion)			x		
3.2.3* Feasibility of study workload (Asterisk Criterion)			x		
3.2.4 Equality of opportunity			x		
3.3 Didactical concept					
3.3.1* Logic and plausibility of the didactical concept (Asterisk Criterion)			x		
3.3.2* Course materials (Asterisk Criterion)			x		
3.3.3 Guest lecturers				x	
3.3.4 Lecturing tutors					x
3.4 Internationality					
3.4.1* International contents and intercultural aspects (Asterisk Criterion)			x		
3.4.2 Internationality of the student body			x		
3.4.3 Internationality of faculty			x		
3.4.4 Foreign language contents			x		
3.5* Multidisciplinary competences and skills (Asterisk Criterion)			x		
3.6* Skills for employment / Employability (Asterisk Criterion)			x		
<b>4. Academic environment and framework conditions</b>					
4.1 Faculty					
4.1.1* Structure and quantity of faculty in relation to curricular requirements (Asterisk Criterion)			x		
4.1.2* Academic qualification of faculty (Asterisk Criterion)			x		
4.1.3* Pedagogical / didactical qualification of faculty (Asterisk Criterion)			x		
4.1.4 Practical business experience of faculty			x		
4.1.5* Internal cooperation (Asterisk Criterion)			x		
4.1.6* Student support by the faculty (Asterisk Criterion)			x		
4.1.7( Student support in distance learning *) (only relevant and an Asterisk Criterion for blended-learning/distance learning programmes)					x
4.2 Programme management					
4.2.1* Programme Director (Asterisk Criterion)			x		
4.2.2 Process organisation and administrative support for students and faculty			x		
4.3 Cooperation and partnerships					
4.3.1( Cooperation with HEIs and other			x		

		Exceptional	Exceeds quality requirements	Meets quality requirements	Does not meet quality requirements	n.r.
*)	academic institutions or networks (Asterisk Criterion for cooperation programmes)					
4.3.2( *)	Cooperation with business enterprises and other organisations (Asterisk Criterion for educational and vocational programmes, franchise programmes)			x		
4.4	Facilities and equipment					
4.4.1*	Quantity, quality, media and IT equipment of teaching and group rooms (Asterisk Criterion)			x		
4.4.2*	Access to literature (Asterisk Criterion)			x		
4.5	Additional services					
4.5.1	Career counselling and placement service			x		
4.5.2	Alumni Activities			x		
4.6*	Financing of the study programme (Asterisk Criterion)			x		
<b>5</b>	<b>Quality assurance and documentation</b>					
5.1*	Quality assurance and quality development with respect to contents, processes and outcomes (Asterisk Criterion)			x		
5.2	Instruments of quality assurance					
5.2.1	Evaluation by students			x		
5.2.2	Evaluation by faculty			x		
5.2.3	External evaluation by alumni, employers and third parties				x	
5.3	Programme documentation					
5.3.1*	Programme description (Asterisk Criterion)				condition	
5.3.2	Information on activities during the academic year			x		